



# The first 100 days

*Rochester: One City  
Built on Hope, Unity, and Commitment*

STATE OF THE CITY REPORT

PRESENTED BY:

**The Honorable Robert J. Duffy**  
Mayor, Rochester, New York

*University of Rochester, River Campus, Strong Auditorium  
April 10, 2006*



I am proud to present this 100-day progress report on my inaugural administration of the City of Rochester, New York. It represents the tremendous dedication and hard work of the many people who have supported my vision of a revitalized Rochester. I would like to express my deep gratitude and indebtedness to my staff and to the community for embracing this vision. They have enabled my 100-day goals to become tangible mileposts along the way to a brighter Rochester.

This community is in the midst of an exciting turnaround. Certainly, there are major obstacles in the way of our city's revitalization. Poverty, unemployment, high drop-out rates, violence and drugs are plaguing Rochester. We must face each problem head on and instill hope as the foundation to a better future. We cannot afford to shy away. Overcoming these obstacles requires that we work together, united in purpose and committed to success.

These are the guiding values of my administration: hope, unity and commitment.

As I see the problems facing our city, I believe each of them is in some way, shape or form connected to issues of public safety, education or economic development. These three areas are forever linked and must be addressed concurrently. My plan for the city does just that.

I have assembled what I believe to be the best management team that City Hall has ever seen to make change and bring progress to this city. Each and every one of them is dedicated to providing outstanding customer service.

In our efforts to improve customer service, we sought to involve the community to help provide the tools that we need to achieve our vision. City Hall teamed up with business, labor, education, faith communities, health care, and non-profits in an effort to obtain equity in state aid by forming the Rochester Fair Share Coalition. On March 24, it was announced that state aid to Rochester would be increased by \$17.9 million, a 33 percent increase over last year's allocation and the largest increase in city history.

It time for the Flower City to blossom again. Together, City workers partnering with the community, we can make Rochester a better place to live, work and raise a family.

Sincerely yours,

  
Robert J. Duffy



**Patty Malgieri**  
*Deputy Mayor*

- Day to day oversight of most of city government. Patty had an outstanding career as CEO of the Center for Governmental Research.



**David T. Moore, Chief**  
*Police Department*

- Protects and preserves public safety through crime prevention patrol, investigation of reported offenses and apprehension of offenders.



**Darryl Porter**  
*Assistant to the Mayor*

- Oversees NET, Pathways to Peace and the Children's Zone. Darryl was president of the Rochester City School Board.



**R. Carlos Carballada**  
*Commissioner*  
*Department of Economic Development*

- Supports business growth, job creation and retention and investment.
- Develops strategies and programs, provides technical, financial, informational and support services to new and existing industrial and commercial businesses.
- Administers the Municipal Parking operation.



**Jean Howard**  
*Chief of Staff*

- Oversees the Library, the Mayor's staff and Parks, Recreation and Human Services. Jean served as the Executive Director of Wilson Commencement Park and was the Athena Award winner this year.



**Paul M. Holahan, Commissioner**  
*Department of Environmental Services*

- Provides safe, clean, and attractive surroundings for the community through the efficient planning, development and provision of water service, infrastructure and maintenance and service programs.
- Provides services within the City organization, including maintenance and repair of motor equipment and buildings, telephone service, security and technical support for projects that involve engineering, architectural, or environmental aspects.



**Floyd Madison, Chief**  
*Fire Department*

- Provides rapid response services in the event of fire, medical emergencies, technical rescues, hazardous material incidents and other emergency and non-emergency incidents that occur within the city.
- Enhances the quality of life and the safety of the citizens that it serves through public education and code compliance programs.



**Charles D. Reaves, Commissioner**  
*Department of Parks, Recreation and Human Services*

- Provides cultural, leisure and community service programs
- Provides technical assistance and represents the City in human services, employment and planning processes.
- Manages the buildings and facilities where these programs occur





**Thomas S. Richards**  
*Corporation Counsel*  
**Law Department**

- Provides legal advice and advocacy to City Council, the Mayor, City departments, boards, and agencies.
- Prepares and interprets contracts and assists in labor negotiations and collective bargaining.



**Molly Clifford, Director**  
**Neighborhood Empowerment Team (NET) Office**

- Provides a place where neighbors can go to work with City staff to resolve the quality of life issues in their neighborhoods.



**Julio Vazquez, Commissioner**  
**Department of Community Development**

- Monitors physical, economic and social conditions and trends.
- Preserves, promotes and creates quality housing.



**John Merklinger, Director**  
**Emergency Communications Department**

- Provides communications services to the City Police and Fire Departments, the Monroe County Sheriff, various town and village police departments, ambulance corps and other fire departments in Monroe County.



**Willam Ansbro, Director**  
**Bureau of Budget and Efficiency**

- Supervises the preparation and administration of the annual budget, the Capital Improvement Program and other appropriations.
- Develops long-range fiscal plans, conducts studies to determine work quality and improve efficiency, recommends programs and policies and conducts research on matters of general concern to the City.



**Paula Smith, Director**  
**Rochester Public Library**

- Provides library and information services to City and Monroe County residents.
- Operates the Central Library, ten branches in the City and 30 extension locations in Monroe County.



**Vincent Carfagna, Director**  
**Department of Finance**

- Manages the City's financial affairs.
- Collects revenues, manages and invests cash, manages City debt, and controls financial processing.
- Manages payroll, purchasing and assessment operations, maintaining financial records and reports, enforcing financial policies and standards and collecting and storing City records.



**Gary Walker, Director**  
**Communications Bureau**

- Provides information about the City to the public.
- Issues press releases, schedules news conferences, arranges public appearances and prepares information materials for public distribution.



**Edward Ciaschi, Director**  
**Bureau of Human Resource Management**

- Provides centralized personnel services.
- Establishes personnel policies.
- Implements policies for affirmative action.
- Manages Civil Service, Labor Relations, Staffing Services, Affirmative Action Plan, Benefits Administration



**Steve Schwab**  
*Deputy Chief of Staff*

- Manages the Mayor's Office and schedule. Prior to this, Steve headed up development for the Rochester Institute of Technology.



More police on street patrol



More police and fire recruited

## 100-DAY GOALS

*On day one of my administration, I set out a plan of 100-day goals to improve public safety, education and economic development. Underlying these goals is a theme of hope, unity and commitment. I am happy to share our accomplishments.*

### PUBLIC SAFETY

#### 1. New Police Chief David T. Moore

David T. Moore will guide the Rochester Police Department's 866 members, including 705 sworn officers, on a mission to reduce violent crime and provide the highest level of customer service possible. Chief Moore is a proven leader with more than a quarter century of law enforcement experience. We are expecting great things from the RPD under his management.

#### 2. Create Greater Public Safety Presence

More police officers are being placed on patrol through internal reassignments and walking beats are now a part of every officer's shift. Walking patrols are taking place during the evening and overnight on our streets downtown and on main arterial streets. We will be creating even more permanent walking beats.

#### 3. New Police Recruit Class

Hiring police officers has been slow-going due to a lengthy recruitment and hiring process. Teams in Police and Human Resources have revised this process and are now preparing for the second class of law enforcement recruits since January. Fifty new recruits of the first class have recently been sworn into the academy.

#### 4. Revise Police and Fire Recruiting Process

We have stepped up and streamlined the police recruitment process. The length of the process that officer recruits go through from exam-to-hire has been reduced from nearly two years to seven months. Plans are in place to broaden the recruitment process and provide opportunities to more women and minorities.

#### 5. Design & Implement Strategies for Reducing Violent Crime, Drugs and Guns

*Project Impact*, an impressive example of unity by the Rochester police, the Sheriff's office and the State police, will be back this spring to help eradicate the drug markets operating in our city.

When a homicide occurs, patrol resources are deployed to the area to gather information and deliver a message that violence is unacceptable. East and West robbery details and a city-wide Crime Stat Process enables the police to improve information sharing, trend spotting, accountability and quality.

*Project Ceasefire* is redoubling its efforts and is now focusing on gang violence and has expanded to review aggravated assaults. The Greater Rochester Area Narcotics Enforcement Team (*GRANET*) project is a successful collaboration with neighboring police departments. This initiative has resulted in the arrests of hundreds of criminals and the seizure of drug dealer assets, illegal drugs, guns and more than one million dollars in cash.

Our drug enforcement, warrant stop and wanted person teams are also working together to stem the narcotics trade. They focus on repeat offenders and violent groups and address serious crime issues.

Some of the area's most persistent and violent offenders have been arrested as a result of our warrant detail working with the Sheriff's office, State police and our parole and probation units.

Police can now respond more acutely when gunshots are fired thanks to "shotspotter" technology that enables a faster response and a broader awareness of shots fired. We are confident that this will lead us to more arrests for violent crimes.

The City's Firearm Suppression Team is also working with the federal Bureau of Alcohol, Tobacco and Firearms to interdict guns coming into Rochester.

The 911 call procedure now screens for possible involvement of mentally ill or emotionally disturbed individuals, and the Clergy Response team targets at-risk families with histories of domestic violence and emotional issues.





Good Grades Pay student at work



Job Fair at the Adams Street Rec. Center

## EDUCATION

### 1. Develop Literacy Campaign

A Blue Ribbon Literacy Campaign Committee, comprised of area community, business, education and government leaders was formed in February to expand dialogue and further define the literacy needs of our community.

Invitations to an October, 2006, Literacy Summit have been mailed out. This citywide learning initiative will address problems and take actions to improve literacy in the city of Rochester. This is a big job and the group will meet often to find concrete ways to improve literacy—at all age and educational levels.

### 2. Create Anti-Truancy Policy

We are implementing a “Best Practices Model” for truancy reduction by partnering with the Rochester City School District, Pathways to Peace, the Police, Parks and Recreation and Rochester Youth/Teen Court. These partners are committed to seeing that our youth are receiving the utmost from their education and providing for the safety of the community.

### 3. Design “Summer of Opportunity”

Each summer in Rochester should be a “Summer of Opportunity” for youth who want to contribute in a positive way by working in our community. Our youth are not only a part of Rochester’s work force today, but also our promise of a vibrant economic landscape for the future. We have contacted more than 500 business and community partners and asked them to provide jobs for city youth. This program will actively engage and involve the city’s young people in productive activities while they earn an income.

“Good Grades Pay” is our youth job-readiness program. 10,000 city high school youth have applied for summer jobs since 1996. The program will now feature a collaboration with Monroe Community College to improve youth interviewing skills and provide job mentoring. The restructured “Good Grades Pay” program will match 600 youth with jobs by mid-May.

### 4. Establish Stewardship Council

Mayor Duffy held the first meeting of his Stewardship Council on Monday, March 6, 2006. The meeting was well attended. Over 50 members from the Monroe County Executive’s office, City Council, town supervisors, heads of community agencies, citizens, higher learning institutions as well as representation from regional government and business leaders.

The Stewardship Council will continue to provide leadership and guidance as we move forward to implement many of the exciting new initiatives necessary to restore hope and prosperity to the Rochester community.







Decreasing the number of vacant buildings



Enhancing our quality of life

## ECONOMIC DEVELOPMENT

### 1. Resolve the Future of the Fast Ferry

The ferry service was ended on January 10. This was not an easy decision. After considering the City's priorities and weighing them against what was required to continue the ferry's operation, the choice became clear. Bonding for the \$11.5 million would have increased the City-backed ferry debt to \$51.5 million. The \$40 million debt will cost taxpayers between \$2 to \$3 million a year for many years, but this shutdown at least stopped the hemorrhaging of tax dollars. We are now involved in serious talks on the sale of the ferry. There is considerable interest and we hope to have an announcement in the near future.

### 2. Hire Commissioner of Economic Development Department

R. Carlos Carballada is the new Commissioner of the Economic Development Department. Mr. Carballada brings almost 50 years of business management and banking experience to his new role of creating business growth, job creation and retention and investment in the city. Mr. Carballada begins work later this month.

### 3. Decrease Number of Vacant City Buildings

We are focusing our attack on the long-standing backlog of vacant and abandoned buildings earmarked for demolition. We have submitted legislation to City Council requesting \$2.4 million to establish a fund to finance the demolition of City-owned foreclosed buildings. This will be combined with an upcoming request to the Council for an additional \$3.4 million, which will result in a total of \$5.8 million for the effort. Approximately 450 vacant properties have been identified for demolition. This funding would eliminate at least 342 of the structures over the next 18 months.

A Bulk Sales Program is being established to create policies and a means whereby qualified investors may purchase City-owned houses in "bulk" quantities for future development.

The City will continue to support and fund the Housing Council's Foreclosure Prevention Mortgage Default Counseling and Resolution Services. This successful mortgage foreclosure prevention program helps 92% of its clients avoid foreclosure.

We will also continue to support the Anti-Predatory Lending Campaign, "Don't Borrow Trouble," by seeking renewed commitments from local lenders and national mortgage organizations, Freddie Mac and Fannie Mae, to educate the community on the perils of predatory lending.

### 4. Create "One Stop Shop" for Investors

We are in the process of developing a streamlined and expedited development process. Potential investors and new and existing businesses will need only one point of contact to get assistance with the development process. They will be able to access the programs offered by the City's Economic Development and Community Development Departments.

### 5. Promote Arts, Culture and Entertainment for Economic Engines

Our world-class network of cultural resources significantly contributes to the region's economic and cultural vitality. Our arts, music and entertainment venues promote tourism, increase civic pride and attract investment.

The Arts & Cultural Council for Greater Rochester has set a goal of strengthening the economic base of the cultural industry through new revenue development. Our cultural organizations need consistent and efficient funding mechanisms as well as the support of local, regional and national audiences and government agencies.

The City's Special Events office works to provide cultural activities that are an integral part of Rochester's civic and economic life. This office provides advocacy, support and technical assistance for hundreds of events that enhance our community's quality of life.

We would like to expand Rochester's role as host to national events such as the Rochester International Jazz Festival, the Rochester Marathon, the Saturn Criteria and the Marine Tattoo. These events are important to Rochester not only because they place us in the national spotlight, but also because of their financial impact on both Rochester and Monroe County.



Mayor's Night In



# ROCHESTER'S CLEAN SWEEP

*showing pride in our city!*



Robert J. Duffy, Mayor  
City of Rochester, NY



Rochester's Clean Sweep coming this spring



## CUSTOMER SERVICE

### **1. Implement Rochester by the Numbers (RBN)**

RBN is based on sound business practices, which successful entities in the private sector have been using for some time. Mayor Duffy began use of some of these concepts in government while Police Chief. He implemented CrimeStat during his tenure.

RBN represents a philosophy – a way of doing business – not a program. It is a means of ensuring that the Administration's priorities will not be lost in the day-to-day operations of government. It stresses accountability at all levels, but particularly at the department head level.

Also, RBN encourages collaboration among all City departments to foster comprehensive, multi-disciplinary solutions to issues. It will measure activities against performance targets based on the Mayor's strategic vision, for both internal processes and providing service to external customers.

#### **Key components include:**

- Accurate and timely information
- Effective tactics and strategies
- Strategic deployment of resources
- Relentless follow-up and assessment

The relationship of measures across the various departments is key. RBN will link seemingly unrelated measures based on logic models developed for the process. It is noteworthy that significant efficiencies have been achieved in other cities that have adopted similar systems.

Meetings with consultants and department heads have occurred and we are designing tangible performance measures. Specific logic models are being developed to identify relationships between measures across the departments.

### **2. Increase Responsiveness to Customer Needs** **Department of Emergency Communications**

New digital 911 telephone switches have been installed, enabling all calls to be answered within 30 seconds. All 911 employees have been trained in new

American Heart Association CPR Standards. Our Emergency Medical Dispatch software has been upgraded. New 911 back-up telephones have been installed and the 911 computer network has been upgraded. New incoming call procedures to enhance public safety have been established. All employees have been trained in National Incident Management System (NIMS).

### **Department of Environmental Services (DES)**

The DES Office of Customer Satisfaction received 21,215 phone calls since January 1, resulting in 4,412 requests for service. Ninety percent of these calls were answered within 30 seconds, and 2,126 customers were called back to determine their level of satisfaction. 89 percent of those customers reported that they were satisfied.

### **Neighborhood Empowerment Teams (NET)**

Thanks to new leadership and a commitment to customer service, NET is returning to its original purpose – to be a place that neighbors can go to work with City staff to resolve the quality of life issues in their neighborhoods. We will improve NET operations using recommendations from the Center for Governmental Research report and input from users throughout the city gathered at three public forums, dozens of neighborhood meetings and open dialogue. Some of these changes include random follow-ups with customers to assess customer satisfaction, conflict resolution training and improved interdepartmental collaboration. We are also proud to announce evening hours at NET offices for the convenience of our customers. We will be also be announcing the resolution of the City's Certificate of Use policy, which will leave us the ability to close down problem businesses without unduly burdening the overwhelming majority of good businesses. NET is working hard to develop our lead paint program in a way that ensures quality customer service and most importantly, that we are keeping our most vulnerable citizens safe from the dangers of lead without driving property owners away.

### 3. Establish Monthly Meetings with Citizens

Mayor Duffy and members of his senior staff make themselves available monthly to meet and talk one-on-one with people. “City Hall on the Road” is designed to provide residents an opportunity for input, to ask questions and talk about issues facing their neighborhood with city officials outside of regular business hours.

### 4. Establish Mayor’s Office of Volunteerism and Center for Community Engagement

Our plan for a Mayor’s Office of Volunteerism (MOVE) and a Center for Community Engagement features a collaboration with St. John Fisher College and its Board. It will be chaired by community volunteer Howard Berman, former CEO of Lifetime Healthcare. Thomas Toole, consultant and former Senior V-P of United Way of Greater Rochester, will serve as chair of the Center’s Advisory Committee.

MOVE will be located in the city and is structured as a public/private initiative that serves as a clearing-house for voluntary boards, commissions and advisory groups.

The Center for Community Engagement, at St. John Fisher College, will offer an array of programs designed to create a sustainable volunteerism effort that will increasingly engage the resources of the community. Since January 1, 2006, two hundred volunteers have committed over 725 hours of their time to our initiatives.

### 5. Establish Spring Cleaning / Beautification

“Rochester’s Clean Sweep...Showing Pride in Our City” is our spring cleaning initiative. For six weeks beginning April 17, City crews will be focusing on one NET area of the city at a time by cleaning public right of ways, vacant lots and blighted areas. Parks department will be trimming trees, planting flowers and sprucing up parks, playgrounds and recreation centers. City residents are being encouraged to report graffiti and broken street lights and to rake and bag debris from their yards and sidewalks.

On Saturdays during Rochester’s Clean Sweep, volunteers will be raking and bagging trash and debris along City streets, making a huge impact on the attractiveness of our city.

### 6. One Call to City Hall (311)

Under leadership of then-Chief Duffy, Rochester became one of the first jurisdictions in the country to implement a system to access non-emergency police services by dialing 311. They handle over 225,000 calls annually, and complete around 40% of the reports taken by the police.

We will expand this concept citywide, and establish a single call center which will serve as the answering point for all non-emergency calls directed to City government, using the 311 number. A key component of the system will be Customer Service Request software, which will enable citizens’ requests for service to be tracked from the time they call in until their request is complete. Requests for service will also be taken over the Internet.

To date, we have established an implementation committee and over 35 major tasks have been identified. These and are being incorporated into a comprehensive plan. We have drafted the conceptual design and analyses of the potential call volumes are underway.

*Embarking upon these goals sets us on a path to make Rochester whole again. Let’s make Rochester a city where our successes help to resolve our challenges. A city where our assets and resources address our greatest needs. A city where every child has hope for an education, a job and a chance to own a home and a car. A city where every family can live and grow without fear of violence and crime. A city where empty houses are not boarded up, but ready for a new family to move in.*

*Join us as we take part in Rochester’s revitalization. Together, in a spirit of hope, unity and commitment, we can make Rochester a better place for ourselves and for future generations.*



## *Hope • Unity • Commitment*

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Cover photo: The Troup Howell Bridge, Wednesday, September 21.  
*Democrat and Chronicle* photo by Karin von Voigtlander



**Robert J. Duffy, Mayor**  
City of Rochester, NY